

CMT Brief – Aspiring Managers

Project Title: Aspiring Managers Programme (April 2024 to May 2025)

Intent – Our why:

This is a positive action project, to offer support, training, and pathways to leadership opportunities, to those who are underrepresented in leadership roles in Oxford City Council.

The programme is aligned with the vision, values, and purpose of the council, as well as the corporate strategy, people plan and equalities plan.

Our data:

- Women make up 59% of the permanent workforce but only 48% of grades 8 to 11 and 50% of grades Service Manager and above.
- Employees from minority ethnic groups make up 14% of the permanent workforce, but only 7% of grades 8-11 and 4% of grades service manager and above.
- Employees with a disability make up 11% of the permanent workforce, and 9% of grades 8-11 and only 4% of grades service manager and above.
- 11% and 9% gaps for women
- 50% and 70% gaps for minority ethnic = main priority
- 18% and 64% gaps for disability

Therefore, we suggest we cover all 3 groups in terms of positive action.

Notes, assumptions, and considerations:

- 14% of people did not disclose as to having or not having a disability.
- 100% of people declared themselves as male or female (at birth)
- 11% of people did not disclose their ethnicity.
- Those who do not disclose are more likely to be in the lowest denominating groups because they fear that an admission will cause bias. This is more common in non-white people who also have a disability.
- Some individuals may have additional learning needs or supporting to remove barriers of fear in applying to be a part of this programme.

Implementation – Our what and how:

Delivery:

- A variety of providers, including local providers, who specialise leadership, management and/or inclusion training.
- 12-month programme including leadership and management training, both generic and OCC focused. 11 x structured workshops and 1 x open workshop.
- 6 x one-to-one bi-monthly personal and professional development coaching
- A 7th coaching session will be offered to all, 6 months following a successful completion.
- The workshops consist of a range of soft and hard skills around leadership, management, and council specific modules.
- We are gaining consultation on the delivery plan, communications, and selection process from a range of junior members and managers, to include CMT and EDI steering group.

Communications plan:

- [REDACTED] is supporting us to identify how we promote this so as not to alienate people.
- We will offer small group information sessions to those who express an interest.
- We will offer a one-to-one session for information, advice, guidance, and Q&A

Application Process:

- Eligibility form - to consider manager approval, recommendation, nomination, length of time in post, grade, ethnicity, gender, disability, career need.
- Answer a number of questions around: why they want a place, impact they feel it would make to them, how they will maximise the opportunity, their progression aspirations in the council – can be presented in their chosen format - writing, in a presentation or a video to allow for a range that suits their needs
- We may need to consider a certain level of learning ability, to enable them to cope with the training.

Scoring Panel:

- Will consist of a range of representatives across the organisation.
- Panel representatives will be briefed fully on the intent and guided around unconscious bias and positive action. This will also benefit panel members gaining support and experience around decision making and inclusive leadership practice.

Impact – Our success measures:

- For employees to feel that they are valued and that they can see that the council is committed to EDI. For doors to development opportunities that leverage the opportunity for those underrepresented to be opened (Measured by surveys and programme feedback)
- For 10 people to fully complete the programme (83%)
- Total of 2 (17%) to have gained a positive outcome within months 9-12 of the start date.
- Total of 4 (33%) to have gained a positive outcome within 12 months following the programme.
- Total of 8 (67%) to have gained a positive outcome within 18 months following the programme.
- Positive outcome examples: sideways career development, additional responsibilities, leading a project, a promotion, a grade increase.
- Other measures will include survey results, note in increased confidence, starting measures to end measures/distanced travelled, line manager testimonials.